

29 April 1982

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Thomas B. Cormack  
Executive Secretary

FROM : J. Kenneth McDonald  
Chief, History Staff

SUBJECT : DCI Histories: William Colby et al.

1. This memorandum is for your information only, and reviews the status of the DCI histories program.

2. As you suggested, I consulted William Colby about our projected history of his tenure as Director of Central Intelligence. He had not known that Richard Lehman was on the verge of retiring, and agreed that he would be an excellent choice to do this study. Moreover, Mr. Colby assured me of his fullest cooperation in this work.

3. For his part, Mr. Lehman is willing to undertake this project, and to begin work as he phases out of his remaining NIC commitments. He has prepared the attached preliminary outline, which he will revise as necessary as his work progresses.

4. Unless you have other desires, I shall ask Mr. Lehman to research and write a complete draft manuscript for this Colby study. I shall consult with him on the scope and focus of the work as it proceeds, and remain responsible for deciding how the work will be edited and reviewed.

5. I shall expect the Office of the DCI to arrange for compensation, office space and secretarial support for Mr. Lehman. He and I will work out appropriate consultant arrangements with the DCI Administrative Officer. From his estimates of the time he can give to this project, Mr. Lehman will need until at least 1 July 1983, and possibly longer, to complete this draft manuscript, which should be around 200-300 double-spaced typescript pages.

6. Since the Colby project will be the third DCI study to get under way, I should also report on the status of the other projected DCI histories:

a. Schlesinger. [ ] did excellent service in consulting with Dr. Schlesinger and in collecting Agency material to refresh his memory about his time as DCI. [ ] completed his part in this project before leaving for Florida in February. I have since both begun my documentary research and conducted several taped interviews with Dr. Schlesinger. I am producing this study on my own, without further outside help.

b. Helms. As my 16 December 1981 memorandum to you noted, I shall be responsible for the final editing of the Helms study, which will include

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Page 2  
Memo for DCI  
DCI Histories  
29 Apr 82

contributions from John Bross, R. Jack Smith and myself. Mr. Smith, who is preparing around half of the manuscript, has completed his basic documentary research and is now carrying out a program of interviews with Mr. Helms and his principal assistants. We hope to have a completed draft manuscript for this study by early 1983.

c. McCone. Walter Elder has told me that when he finishes his present assignment he would like to revise his draft history of John McCone's tenure as DCI. Since Mr. Elder was Mr. McCone's Executive Assistant, and later Chief of the History Staff, I would be glad to have him undertake this revision when he becomes available.

d. Raborn. I would like to press on with a study of Admiral Raborn's period as DCI, and I have identified several retired officers who may be able to contribute to this work as Messrs Bross, Smith and Lehman are contributing to the others. Since our present staff [ ] is already heavily committed to these studies and other projects and functions, I would like to wait until our [ ] historian, who is now being cleared, joins the staff before beginning the Raborn study.

7. The History Staff's commitments to its entire program, as approved by the Executive Committee last October, lead me to recommend that we not go beyond the DCI studies projected above at this time. The Helms, Schlesinger and Colby studies will cover the 1966-76 period, while the Raborn and McCone studies will fill the 1961-66 gap back to [ ] 1973 study of Allen Dulles. Although I do not think that we should begin studies of the tenures of George Bush and Stansfield Turner until we are further along with the work already under way, I do plan for the History Staff to conduct taped interviews with these two former DCIs and their senior assistants, and to identify the documentation necessary for these histories.

[ ]  
J. Kenneth McDonald

Attachment

cc: Richard Lehman, w/attachment  
DCI Admin Officer, w/o attachment

Distribution:

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WEC Project

(Second outline - 27 April)

I. The Man

A. Life and career

1. Family and education
2. OSS
3. Agency

B. Personality

1. Morality and Catholicism
2. Simplicity
3. Candor
4. Stubbornness
5. Naivete
6. Innovation
7. Energy and Drive
8. Tin Ear for Language

II. Selection as DCI

A. Helms as DCI

1. Policies and attitudes
2. Colby as ExDir

B. Schlesinger

1. Policies and attitudes
2. Colby as DDO

C. Selection

1. Musical chairs
2. Confirmation
3. Delay in swearing-in
4. Swearing-in

III. Inheritance

A. Internal forces for change

B. Accumulated hostilities without

C. Watergate and Presidency

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#### IV. Policies and Innovations

- A. Ideas
- B. NIOs and ONE
- C. KIQ/KEP
- D. Current Intelligence
  - 1. NID
  - 2. Watch Committee
  - 3. Congressional support
- E. Openness

#### V. Management

- A. Conception of DCI's role
- B. Community
  - 1. Organization (incl. Murphy Committee)
  - 2. NSCIC
  - 3. IRAC & budget
  - 4. USIB
  - 5. NSCID's, etc.
- C. Agency
  - 1. Organization
  - 2. Appointments
  - 3. The DD's
  - 4. Handling the CS
  - 5. The CI Staff
- D. Liaison
- E. Management style

#### VI. External Relations

- A. NSC
- B. State
- C. Defense
- D. Congress
- E. PFIAB

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## VII. Firefighting

### A. Substantive

1. 73 War
2. Southeast Asia
3. Portugal and Angola
4. Other

### B. Watergate

### C. Drawing lines

### D. Fingers in the dam

1. Marchetti
2. Journalist flap
3. Businessmen flap
4. Leaks & legislation
5.
6.
7. 11-3/8
8. Chile
9. OTHER

25X1

## VIII. The Attack

### A. "Family Jewels"

1. Origin
2. Content
3. Dissemination

### B. The Hersh articles

1. MHCHAOS
2. Dealings
3. Articles appear
4. Report to President

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### C. Presidential Response

1. Attitude toward WEC
2. Rockefeller Commission

### D. Congressional Response

1. Church Committee
2. Pike Committee

## IX. Defense

### A. Organizations

1. WEC's policy
2. Formation of Review Staff
3.
4. Rockefeller report

B. Church Committee

1. Organization and staffing
2. Assassination distraction
3. Functioning of Review Staff

C. Pike Committee

1. Staffing
2. Lack of discipline and leaks
3. Hearings
4. Lack of report and collapse

D. Reorganization of Community

1. Taylor Committee
2. Administration study - Ogilvy
3. DoD makes its move
4. Deadlock and "Option X"

X. Dismissal

- A. Circumstances
- B. Reasons
- C. Agrees to stay on
- D. Arrival of Bush

XI. Some Issues

- A. The Angleton affair
- B. The Helms affair
- C. Handling of investigations

XII. An Assessment

- A. State of affairs at end '75
  1. Church proceeding
  2. Reorganization under consideration, but "Option X" eventually bought
  3. State of Agency

4. External attitudes toward Agency
5. Sources protected, but at cost

B. Colby as DCI

1. Strengths
2. Weaknesses
3. Lasting contributions